RESEARCH REPORT

CANADIAN RESIDENTIAL PROPERTY MANAGEMENT INDUSTRY PROFILE

HOUSING AFFORDABILITY AND FINANCE SERIES

CMHC SCHL

HOME TO CANADIANS

Canada

CMHC—Home to Canadians

Canada Mortgage and Housing Corporation (CMHC) is home to Canadians. In everything we do, we help Canadians live in safe, secure homes. As the Government of Canada's national housing agency, we play a major role in Canada's housing industry. CMHC develops new ways to finance home purchases. We encourage innovation in housing design and technology. Our mortgage loan insurance helps Canadians realize their dream of owning a home.

Canadians benefit from our work with public, private and not-for-profit partners to improve the quality, accessibility and affordability of housing everywhere in Canada.

CMHC assistance helps low-income and older Canadians, people with disabilities and Aboriginals live in decent, affordable homes. We create jobs for Canadians with products and services that help the housing industry export its knowledge and skills to other countries.

CMHC's leading-edge research improves the quality and affordability of housing. To help Canadians benefit from our housing expertise and make informed decisions, CMHC has become Canada's largest publisher of housing information. We also have Canada's most comprehensive selection of information about homes and housing.

Canadians can easily access our information through retail outlets and CMHC's regional offices.
You can also reach us by phone at
1 800 668-2642 (outside Canada, (613) 748-2003)
by fax at (613) 748-4069
To reach us online, visit our home page at www.cmhc-schl.gc.ca

Canada Mortgage and Housing Corporation supports the Government of Canada policy on access to information for people with disabilities. If you wish to obtain this publication in alternative formats, call 1 800 668-2642.

100-07271/

CANADIAN RESIDENTIAL PROPERTY MANAGEMENT INDUSTRY PROFILE

Prepared for

Canada Mortgage and Housing Corporation

By

Mike Ross
Vice-President

Jason Ducharme
Principal

Robert Sweeting
Senior Consultant

Didem Tiryakioglu
Consultant

KPMG LLP

One of the ways CMHC contributes to the improvement of housing and living conditions in Canada is by communicating the results of its research. Contact CMHC for a list of available information products on a variety of social, economic, environmental and technical housing-related topics.

For more information call 1 800 668-2642 or visit us on the Internet: www.cmhc-schl.gc.ca

Cette publication est aussi disponible en français sous le titre : *Profil de l'industrie canadienne de la gestion immobilière résidentielle*, PF0364

This research project was (partially) funded by Canada Mortgage and Housing Corporation ("CMHC").
The contents, views and editorial quality of this report are the responsibility of the author(s) and CMHC accepts no responsibility for them or any consequences arising from the reader's use of the information, materials and techniques described herein.

Canadian Cataloguing in Publication Data

Main entry under title :

Canadian residential property management industry profile

Issued also in French under title: Profil de l'industrie canadienne de la gestion immobilière résidentielle.
ISBN 0-660-17931-8
Cat. no. NH15-339/1999E

1. Real estate management -- Economic aspects -- Canada.
2. Housing management -- Economic aspects -- Canada.
3. Public housing -- Economic aspects -- Canada.
I. Ross, Mike.
II. Canada Mortgage and Housing Corporation.

HD1394.5C3C32 1999 333.54'0971 C99-980440-5

© 1999 Canada Mortgage and Housing Corporation. All rights reserved. No portion of this book may be reproduced, stored in a retrieval system or transmitted in any form or by any means, mechanical, electronic, photocopying, recording or otherwise without the prior written permission of Canada Mortgage and Housing Corporation. Without limiting the generality of the foregoing no portion of this book may be translated from English into any other language without the prior written permission of Canada Mortgage and Housing Corporation.

Printed in Canada
Produced by CMHC

EXECUTIVE SUMMARY

Study Objectives and Approach

On behalf of Canada Mortgage and Housing Corporation (CMHC), KPMG LLP (KPMG) undertook this project to develop a profile of the Canadian residential property management industry.

In consultation with CMHC in the early stages of this project, three key areas of statistical and descriptive residential property management industry information were identified for research in this report:

- the size and concentration of the industry;
- the roles and responsibilities of key players; and
- any available data on how the industry is positioned internationally.

To research these topic areas, KPMG identified, gathered and analyzed statistical and descriptive information, contacted relevant industry associations and drew on in-house knowledge and expertise.

Key Themes

Several themes emerged from our research, and we provide a synopsis of these below.

1. Residential property management is a domestic industry.

In economic terms, the residential property management industry is concentrated in Ontario, followed by Québec and British Columbia. At the national level in 1996, the Canadian residential property management industry (as defined by Statistics Canada as "operators of residential buildings and dwellings") comprised 13,689 establishments with:

- revenues of $8.5 billion;
- profits of $560 million; and
- employees earning $1.3 billion in salaries and employee benefits.

Anecdotal evidence from Canadian residential property management firms suggests that few foreign firms compete in the Canadian residential property management industry and that few Canadian firms compete in the residential property management industry of foreign countries.

2. The residential property management industry is well represented.

The interests of residential property managers are well represented in Canada, with numerous industry associations offering information, representation, education, networking opportunities and lobbying efforts for their members. In Chapter 3 of this report, we present a brief overview of the mandate and membership of, and training opportunities provided by, 17 private sector and non-profit industry associations involved in the residential property management industry. More information regarding these private sector and non-profit industry associations is provided in Appendix B of this report.

3. Government and non-profit associations play a significant role in the management of residential property.

Social housing is the primary vehicle through which government and non-profit associations play a significant role in the management of residential property. In Canada in 1997, there were a reported 645,000 social housing units accounting for 16.5 per cent of the Canadian rental housing inventory.

In Chapter 4 of this report, we discuss, at length, the role the provinces and non-profit associations play in delivering, financing, managing and operating social housing in Canada. The discussion is delineated according to seven broad categories of social housing (corresponding to the type of program that financed original construction of the units):

- public housing;
- public non-profit housing;
- rent supplement;
- private non-profit housing;
- cooperative housing;
- urban Native housing; and
- rural and Native housing.

4. Devolution of the responsibility for existing subsidized housing is redefining traditional roles and responsibilities.
The federal government is continuing to restructure its business functions to devolve responsibility for existing subsidized housing to the provinces and territories. This has had the effect of shifting program delivery responsibility closer to consumers and has led to an increasing emphasis on bringing private market practices and discipline into the management and operation of public and social housing.

The general theme among social housing reforms is a re-orientation based on market practices and instilling an entrepreneurial culture within the social housing sector. This is quite different from "privatization" in the sense of transferring ownership to the private sector. The trend is not toward private sale, but the introduction of private sector practices into the social housing sector (including new objectives that define "good" public sector, property management performance). These issues are discussed at length in Chapter 4 of this report.

TABLE OF CONTENTS

1. INTRODUCTION 1
Background 1
Objective and Scope 1
Approach 1
Structure of This Report 1

2. ECONOMIC CHARACTERISTICS OF THE RESIDENTIAL PROPERTY MANAGEMENT INDUSTRY 2
Economic Profile 2
Industry Players 4
Canada's International Position in the Residential Property Management Industry 5

3. OVERVIEW OF PRIVATE SECTOR INDUSTRY ASSOCIATIONS 7

4. ROLE OF GOVERNMENT AND NON-PROFIT ASSOCIATIONS IN MANAGING RESIDENTIAL PROPERTY 14
Social Housing Comprises a Significant Share of the Rental Housing Stock
Government Roles Differ, Depending on Type of Program 16
Devolution Is Redefining Traditional Roles and Responsibilities 18
Efforts to Involve the Private Sector in Social Housing 19
Increased Attention to Effective Property Management: Performance Monitoring and Benchmarking 20

APPENDIX A: INFORMATION NEEDS AND RESEARCH ISSUES IN THE RESIDENTIAL PROPERTY MANAGEMENT INDUSTRY A-1

APPENDIX B: PRIVATE SECTOR INDUSTRY ASSOCIATIONS B-1

LIST OF EXHIBITS

1. Establishments and Employment, Operators of Residential Buildings and Dwellings, 1996 2
2. Income Statement, Operators of Residential Buildings and Dwellings, 1996 ($M) 3
3. Selected Expenses as a Percentage of Total Expenses, Operators of Residential Buildings and Dwellings, 1996 3
4. Select Economic Characteristics, Operators of Residential Buildings and Dwellings, 1996 4
5. Industry Players: Apartment, Own and Manage (Millions of Square Feet) 4
6. Industry Players: Apartment, Manage, Not Own (Millions of Square Feet) 5
7. Industry Players: Condominium, Manage Not Own (Millions of Square Feet) 5
8. Private Sector Industry Associations: Mandate, Membership and Availability of Training 8
9. Private Sector Industry Associations: Training 13
10. Dwellings and Social Housing Units, 1996 and 1997 14
11. Distribution of Social Housing Units, Canada, 1997 15
12. Social Housing Share of Own-Province Rental Stock, 1997 16

1. INTRODUCTION

Background

On behalf of Canada Mortgage and Housing Corporation (CMHC), KPMG LLP (KPMG) undertook this project to develop a profile of the Canadian residential property management industry. The completed profile contains statistical and descriptive information that describes key economic characteristics of the industry, as well as the roles and responsibilities of private and public sector players.

Objective and Scope

The objective of this project was to develop a Canadian residential property management industry profile containing statistical and descriptive information concerning:

- the size and concentration of the industry;
- the roles and responsibilities of key players; and
- any available data on how the industry is positioned internationally.

Approach

In developing this residential property management industry profile, we have:

- identified and analyzed statistical and descriptive information to describe key economic characteristics of the residential property management industry;
- researched and documented the mandate and membership of, and the training opportunities provided by, private sector industry associations involved in the residential property management industry; and
- researched and identified the roles played by the provinces and non-profit associations in managing residential property.

To explore these topic areas, we researched, gathered and analyzed statistical and descriptive information, contacted relevant industry associations and drew on our in-house knowledge and expertise.

Structure of This Report

This report is structured as follows.

- Chapter 1: Introduction.
- Chapter 2: Economic Characteristics of the Residential Property Management Industry.
- Chapter 3: Overview of Private Sector Industry Associations.
- Chapter 4: Role of Government and Non-Profit Associations in Managing Residential Property.
- Appendix A: Information Needs and Research Issues in the Residential Property Management Industry.
- Appendix B: Private Sector Industry Associations.

2. ECONOMIC CHARACTERISTICS OF THE RESIDENTIAL PROPERTY MANAGEMENT INDUSTRY

In this chapter, we first provide an economic profile of the Canadian residential property management industry, including provincial and national data describing its size and structure, key financial ratios and employment. Next, we provide rankings of key industry players, followed by a discussion of trade in residential property management services.

Economic Profile

In exhibits 1 through 3, we provide an economic profile of the Canadian residential property management industry as it existed in 1996 (the latest year for which data are available). The data presented are extracted from Statistics Canada's 1996 Real Estate Rental and Leasing and Property Management Survey and describe the activities of operators of residential buildings and dwellings.[1] This classification of economic activity is the best current statistical match with the residential property management industry. While the 1997 Survey of the Real Estate Rental and Leasing and Property Management Industries uses a new classification system (specifically, the 1997 North American Industry Classification System) to describe the activities of real estate property managers, data from the 1997 survey will not be released until the fall of 1999 at the earliest, and it is not clear at this time whether or not the two data sets will be comparable.

As shown in exhibits 1 through 3, in 1996 the Canadian residential property management industry (i.e., operators of residential buildings and dwellings) comprised 13,689 establishments[2] with:

- revenues of $8.5 billion;
- profits of $560 million; and
- 29,000 employees earning $1.3 billion in salaries and employee benefits.

Exhibit 1
Establishments and Employment, Operators of Residential Buildings and Dwellings, 1996

	NF	PEI	NS	NB	QC	ON	MB	SK	AB	BC	YK	NWT	CAN
Establishments	194	84	1,114	239	2,674	5,515	664	383	598	2,168	16	40	13,689
Employment	670	127	822	1,089	8,057	10,880	640	676	1,297	4,366	39	295	28,959

Note:
Establishment counts are all-industry counts while employment figures are those for the surveyed sample of establishments only (employment figures have not been adjusted to reflect all-industry employment). Thus, employment estimates should be regarded as a lower bound estimate of all-industry employment.

Source:
Statistics Canada, 1996 Real Estate Rental and Leasing and Property Management Survey.

Exhibit 2
Income Statement, Operators of Residential Buildings and Dwellings, 1996 ($M)

	NF	PEI	NS	NB	QC	ON	MB	SK	AB	BC	YK	NWT	CAN
Total Revenue	135.1	22.8	157.4	126.6	1,751.9	3,771.2	231.1	126.8	370.0	1,645.2	6.1	171.8	8,516.2
Expenses: Salaries & employee benefits	20.9	3.6	24.1	31.7	238.2	547.8	28.1	23.5	73.8	236.4	1.8	22.4	1,252.2
Depreciation & amortization	7.7	1.3	28.8	10.1	146.3	579.6	8.6	19.4	34.9	125.8	0.7	16.3	979.5
Other expenses	106.2	16.0	95.3	63.6	1,322.6	2,494.9	154.5	73.4	221.2	1,042.0	3.1	131.4	5,724.2
Total expenses	134.7	20.8	148.2	105.4	1,707.1	3,622.4	191.2	116.2	329.9	1,404.1	5.6	170.0	7,955.9
Profit before income tax	0.4	2.0	9.1	21.2	44.8	148.8	39.9	10.6	40.0	241.1	0.6	1.8	560.4

Notes:
Employee benefits include employer's contribution to pension plans, medical, employment insurance and worker's compensation plans, etc.
Figures may not add up due to rounding.

Source:
Statistics Canada, 1996 Real Estate Rental and Leasing and Property Management Survey.

Exhibit 3
Selected Expenses as a Percentage of Total Expenses, Operators of Residential Buildings and Dwellings, 1996

	NF	PEI	NS	NB	QC	ON	MB	SK	AB	BC	YK	NWT	CAN
Salaries & benefits	14.6	13.4	14.1	33.7	12.8	12.3	8.9	17.5	15.8	11.3	22.0	11.0	12.6
Depreciation & amortization	5.0	6.0	21.0	8.8	8.3	18.2	3.4	19.3	12.2	9.5	13.9	9.3	13.6
Repair & maintenance	8.8	16.0	12.2	6.6	10.9	9.0	15.9	13.1	11.8	10.0	11.6	16.3	10.1
Property & business taxes	3.9	9.2	4.5	13.0	13.6	17.3	13.0	14.3	8.0	7.5	10.2	3.7	13.4
Other expenses	67.6	55.4	48.0	37.9	54.4	43.2	58.8	35.7	52.2	61.7	42.2	59.7	50.3
Total expenses	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Notes:
Estimates have been derived from a surveyed subset of operators of residential buildings and dwellings and, hence, may not correspond to the all-industry relationships expressed in Exhibit 2.
Figures may not add up due to rounding.

Source:
Statistics Canada, 1996 Real Estate Rental and Leasing and Property Management Survey.

In Exhibit 4, we summarize select economic characteristics of the Canadian residential property management industry (as defined by Statistics Canada as "operators of residential buildings and dwellings") to present a comparison of provincial shares of industry revenues, establishments and employment. Exhibit 4 indicates that the residential property management industry is concentrated in Ontario, followed by Québec and British Columbia.

Exhibit 4
Select Economic Characteristics, Operators of Residential Buildings and Dwellings, 1996

	NF	PEI	NS	NB	QC	ON	MB	SK	AB	BC	YK	NWT	CAN
Revenue as a % of total revenue	1.6	0.3	1.8	1.5	20.6	44.3	2.7	1.5	4.3	19.3	0.1	2.0	100
Establishments as a % of total establishments	1.4	0.6	8.1	1.7	19.5	40.3	4.9	2.8	4.4	15.8	0.1	0.3	100
Employment as a % of total employment	2.3	0.4	2.8	3.8	27.8	37.6	2.2	2.3	4.5	15.1	0.1	1.0	100

Source:
Exhibits 1 and 2.

Industry Players

Exhibits 5 through 7 rank selected residential property management industry players in terms of square footage of their Canadian residential property portfolios. Exhibits 5 through 7 also detail the location of headquarters and the provinces of operation of the ranked selected residential property management industry players. With the caveat that this industry survey is not exhaustive, it does provide a convenient ranking of industry players in terms of the size of their holdings.

Exhibit 5
Industry Players, Apartment, Own and Manage (Millions of Square Feet)

	Millions of Sq. Ft.	Headquarters	Provinces of Operation
1. GWL Realty Advisors	8.41	Winnipeg, MB	BC, AB, MB, ON, QC
2. Goldlist Property Management	4.94	Toronto, ON	ON
3. Metro Capital Group	4.64	Toronto, ON	ON, QC
4. Globe General Agencies	3.90	Winnipeg, MB	AB, MB
5. Greenwin Property Management	3.60	Toronto, ON	BC, AB, ON, QC
6. Revenue Properties Company Ltd.	2.17	Toronto, ON	AB, ON
7. Mutual Life of Canada Real Estate Division	1.69	Waterloo, ON	BC, AB, SK, MB, ON, QC, NS
8. The Canapen Group	1.20	Edmonton, AB	AB, ON, QC
9. Wycliffe Property Management Ltd.	1.05	Toronto, ON	ON
10. Lawrence Construction/Grant Management	0.90	Toronto, ON	ON

Source:
Square feet data provided by Canadian Property Management Magazine, February/March, 1999.

Exhibit 6
Industry Players: Apartment, Manage, Not Own (Millions of Square Feet)

	Millions of Sq. Ft.	Headquarters	Provinces of Operation
1. Greenwin Property Management	26.10	Toronto, ON	BC, AB, ON, QC
2. The Regional Group of Companies	11.45	Ottawa, ON	ON
3. H&R Development	8.00	Toronto, ON	ON
4. Del Property Management Inc.	7.43	Toronto, ON	ON
5. Gateway West Management Corporation	6.17	Richmond, BC	BC, AB, ON, QC
6. Samuel Property Management	5.80	Toronto, ON	ON
7. Shelter Canadian Properties Limited	4.65	Winnipeg, MB	AB, SK, MB, ON
8. Canadian Apartment Management Inc.	4.46	Toronto, ON	SK, ON, QC, NS
9. O&Y Enterprise	3.54	Toronto, ON	All provinces
10. Orange Properties	3.27	Saskatoon, SK	SK, MB, ON

Source:
Square feet data provided by Canadian Property Management Magazine, February/March, 1999.

Exhibit 7
Industry Players: Condominium, Manage, Not Own (Millions of Square Feet)

	Millions of Sq. Ft.	Headquarters	Provinces of Operation
1. Brookfield Management Ltd.	29.10	Vancouver, BC	BC, AB, SK, ON, QC
2. Del Property Management Inc.	20.76	Toronto, ON	ON
3. Crosby Property Management	13.29	Vancouver, BC	BC
4. Vancouver Condominium Services	11.59	Vancouver, BC	BC
5. Greenwin Property Management	9.00	Toronto, ON	BC, AB, ON, QC
6. The Regional Group of Companies Ltd.	8.80	Ottawa, ON	ON
7. GPM Property Management Inc.	8.01	Concord, ON	ON
8. Wallace McBain & Associates Ltd.	7.95	Toronto, ON	ON
9. Accurel Management	6.75	Burlington, ON	ON
10. Wilson Blanchard Management	6.26	Hamilton, ON	ON

Source:
Square feet data provided by Canadian Property Management Magazine, February/March, 1999.

Canada's International Position in the Residential Property Management Industry

Canadian statistical data sources

One measure of Canada's international position in the residential property management industry is its trade in residential property management services. Unfortunately, international trade in residential property management services is not monitored routinely by any statistical agency in Canada. While Statistics Canada's Balance of Payments Division does capture some survey data on trade in residential property management services, the coverage of the industry is incomplete, and Statistics Canada does not survey a representative sample of the residential property management industry. (In essence, the activities of firms involved in residential property management are captured randomly in surveys designed for the larger category of commercial service firms, that is, residential property management firms are not deliberately targeted.)

Whatever residential property management industry trade data are captured by Statistics Canada are not reported. Instead, these data are rolled up into the category of "miscellaneous business services." A disaggregation of these data is not available. Because residential property management services comprise an unknown and incomplete component of "miscellaneous

business services," trade trends for the larger category of "miscellaneous business services" cannot be applied to the sub-category of residential property management services.

American statistical data sources

Anecdotal evidence suggests that the United States is Canada's largest trading partner in residential property management services. However, the Balance of Payments Division of the United States Bureau of Economic Analysis neither collects nor reports trade data concerning residential property management services. As a consequence, there are no reliable data to identify Canada–U.S. cross-border trade in residential property management services.

Qualitative data sources

In our search for descriptive information to profile Canada's international position in the residential property management industry, we have contacted industry associations and residential property management firms, and we have completed a focussed and comprehensive literature survey. We found that a patchwork of qualitative information exists, but it does little to describe Canada's international positioning in the residential property management industry. The public information on international residential property management commerce is largely confined to a description of individual real estate transactions on behalf of Canadian real estate developers who are also property managers. And this information is largely focussed on transactions in the non-residential property management industry.

Anecdotal evidence from Canadian residential property management firms suggests that few foreign firms compete in the Canadian residential property management industry. This is viewed as largely a consequence of the fact that the local regulatory environment requires local expertise, and foreign firms do not see a business case for investing in a local team. Similarly, Canadian firms' participation in the residential property management industry of other economies is viewed to be small because of a similar need to understand foreign markets and foreign regulatory conditions. Nevertheless, the export of Canadian residential property management services to the United States is thought, most likely, to occur in border towns (such as Windsor–Detroit) where Canadian firms are geographically close to their U.S. markets, or in popular "snowbird" destinations (such as Florida) where there are large numbers of Canadian tourists.

3. OVERVIEW OF PRIVATE SECTOR INDUSTRY ASSOCIATIONS

This chapter presents a brief overview of the mandate and membership of, and training opportunities provided by, private sector and non-profit industry associations involved in the residential property management industry. Profiles of industry associations have been constructed with information provided by the industry associations themselves, either first-hand through direct telephone and fax communications, or indirectly through information posted on industry associations' Web sites. More information on these private sector and non-profit industry associations is provided in Appendix B of this report.

The following organizations are profiled in this chapter.

- Co-operative Housing Federation of Canada
- Co-operative Housing Federation of British Columbia
- Co-operative Housing Federation of Nova Scotia
- Co-operative Housing Federation of Toronto
- Golden Horseshoe Co-operative Housing Federation
- Real Estate Institute of Canada
- Canadian Condominium Institute
- Urban Development Institute
- Institute of Housing Management
- Association of Condominium Managers of Ontario
- Ontario Real Estate Association
- Canadian Institute of Public Real Estate Companies
- Calgary Apartment Association
- Alberta Residential Rental Association
- Canadian Federation of Apartment Associations
- International Real Estate Federation of Canada
- Greater Vancouver Apartment Owners' Association.

Exhibit 8 presents the mandate and membership of private sector and non-profit industry associations involved in the residential property management industry. Exhibit 8 also indicates whether or not these organizations offer training.

For those organizations that do offer training, Exhibit 9 indicates the training opportunities provided.

Exhibit 8
Private Sector Industry Associations' Mandate, Membership and Availability of Training

Organization/ Association	Mandate	Membership	Training Available
Co-operative Housing Federation of Canada	Unite, represent and serve the community of housing cooperatives across Canada and member organizations that support their operation and development. Work for the growth, stability and independence of the cooperative housing movement in Canada. Be the organized voice of the Canadian cooperative housing movement.	• More than 2,000 housing cooperatives • Resource groups • 24 regional cooperative housing federations • Land trusts • Staff associations • Sponsoring organizations • Other sector organizations • Associates, organizational and individual	Yes
Co-operative Housing Federation of British Columbia	Act as a collective voice for housing cooperatives and organized associations in mainland British Columbia. Expand non-profit cooperative housing. Promote better housing conditions in British Columbia. Share skills and information within the cooperative housing community. Represent cooperative housing to government and the general public. Promote the cooperative movement and cooperative principles in British Columbia.	• Individual cooperatives in British Columbia	Yes
Co-operative Housing Federation of Nova Scotia	Provide services to housing cooperatives in Nova Scotia (i.e., financial management, administrative and operational services, and educational services) to help the cooperative remain self-managed.	• Housing cooperatives in Nova Scotia	Yes

Exhibit 8 (Continued)

Organization/ Association	Mandate	Membership	Training Available
Co-operative Housing Federation of Toronto	Provide technical, professional and managerial services to its members and other non-profit organizations. Assist groups wishing to begin a non-profit housing project and to encourage the formation of new non-profit housing organizations. Bring together non-profit housing organizations to share information, skills and experience. Promote liaison and joint activities with other groups and institutions. Examine the problems encountered by the non-profit housing sector and attempt to develop solutions. Receive and maintain funds and apply, from time to time, all or part thereof for research and education.	• Individuals owning cooperative housing buildings	Yes
Golden Horseshoe Co-operative Housing Federation	Bring forth the cause and issues relating to the housing movement before the general public and various levels of government. Promote successful operation of housing cooperatives as communities and businesses. Defend the interests of its members. Promote better housing conditions. Share skills and information with members of the housing community.	• Individual cooperatives and staff associations	Yes

Exhibit 8 (Continued)

Organization/ Association	Mandate	Membership	Training Available
Real Estate Institute of Canada	Establish, maintain, promote and advance professional standards of practice among those occupations concerned with real estate.	Membership in the REIC is identified by its designations: • Fellow of Real Estate Institute • Certified Property Manager • Accredited Residential Manager • Certified Real Estate Finance • Certified Leasing Officer • Certified Residential Underwriter • Certified Real Estate Specialist	Yes
Canadian Condominium Institute	Promote the interest of groups involved in condominium activities across Canada, including unit owners, boards of directors, managers, governmental authorities, lenders and others.	• Corporate members • Individuals who own condominiums • Professionals • Trade members	Yes
Urban Development Institute	Improve communication among the development industry, various levels of government and the public. Improve housing and job opportunities for all British Columbians.	• Developers • Property managers • Financiers • Lawyers • Engineers • Planners • Architects • Appraisers • Real estate professionals • Government and quasi-government agencies	Yes

Exhibit 8 (Continued)

Organization/ Association	Mandate	Membership	Training Available
Institute of Housing Management	Provide a forum for the acquisition and dissemination of information. Ensure training programs are made available to the industry. Test and grant certificates to people wanting to enter the property management profession, or to those seeking upgrading and advancement. Cooperate and affiliate with others in the property management, development, design, construction and support service industries. Provide input for any legislation being proposed by municipal, regional, provincial or federal governments.	• Includes fellows, accredited members and honorary members.	Yes
Association of Condominium Managers of Ontario	Advance the quality performance of condominium property managers and management companies in Ontario.	• Owners and managers of condominiums in Ontario	Yes
Ontario Real Estate Association	Organize real estate activities and develop common goals across the Province of Ontario. Promote higher industry standards and preserve private property rights.	• Every real estate professional who joins an Ontario real estate board automatically becomes a member of OREA	Yes
Canadian Institute of Public Real Estate Companies	Alert member companies of coming legislative change. Raise awareness on, and the reputation of, the Canadian real estate industry.	• Owners, developers and managers of real estate properties in Canada	No

Exhibit 8 (Continued)

Organization/ Association	Mandate	Membership	Training Available
Calgary Apartment Association	Promote and enhance the residential property management industry by bringing together people involved in ownership, management and operation of residential properties. Provide members with representation to government, discounts and education.	• Owners and managers of residential rental property	Yes
Alberta Residential Rental Association	Represent the interests of its members to provincial government and government agencies. Provide its members with a forum for exchange of information and best industry practices.	• Owners and managers of residential rental property in Alberta	Yes
Canadian Federation of Apartment Associations	Lobby the federal government on behalf of its members. Provide a forum for the exchange of information and best practices.	• 17 apartment associations across Canada	No
International Real Estate Federation of Canada	Attract real estate professionals to its membership with the objective of developing international contacts.	• Real estate professionals such as lawyers, real estate brokers, appraisers and surveyors	No
Greater Vancouver Apartment Owners' Association	Promote the interests, and conserve the rights of, apartment owners in the Province of British Columbia.	• Owners of residential rental properties in British Columbia	Yes

Exhibit 9
Private Sector Industry Associations: Training

Organization/ Association	Property Mgmt	Financial Mgmt	Maintenance	Planning	Legal Issues	Tax Issues	Professional Skills & Standards	Real Estate Finance
Co-operative Housing Federation of Canada	✔	✔	✔	✔				
Co-operative Housing Federation of British Columbia	✔	✔		✔	✔		✔	
Co-operative Housing Federation of Nova Scotia	✔	✔	✔				✔	
Co-operative Housing Federation of Toronto	✔	✔	✔				✔	
Golden Horseshoe Co-operative Housing Federation	✔	✔	✔					
Real Estate Institute of Canada	✔	✔			✔		✔	✔
Canadian Condominium Institute	✔	✔	✔		✔			
Urban Development Institute	✔	✔		✔	✔		✔	
Institute of Housing Management	✔	✔	✔		✔		✔	
Association of Condominium Managers of Ontario	✔	✔	✔		✔			
Ontario Real Estate Association				✔	✔			✔
Calgary Apartment Association	✔			✔	✔	✔		
Alberta Residential Rental Association	✔	✔			✔			
Greater Vancouver Apartment Owners' Association					✔	✔		

4. ROLE OF GOVERNMENT AND NON-PROFIT ASSOCIATIONS IN MANAGING RESIDENTIAL PROPERTY

In this chapter, we describe the role played by government and non-profit associations in managing residential property. In so doing, we have drawn on our own experience with social housing.

Social Housing Comprises a Significant Share of the Rental Housing Stock

Social housing is the primary vehicle through which government assistance is made available to households which cannot obtain adequate affordable accommodation on the private market. The term "social housing" is used here to include all publicly funded housing (e.g., public and non-profit housing, cooperative housing and rent-supplement units). It excludes income support programs such as shelter allowances and welfare assistance, which are not tied to a specific housing unit. Social housing units are usually rental units; however, there are a limited number of programs whereby affordable ownership is delivered to eligible lower-income households.

Social housing comprises a sizable share of the entire rental market. As shown in Exhibit 10, in Canada there are a reported 645,000 social housing units, accounting for 16.5 per cent of the

Exhibit 10
Dwellings and Social Housing Units, 1996 and 1997

	NF	PEI	NS	NB	QC	ON	MB	SK	AB	BC	YK	NWT	CAN
Owned dwellings (units)	143,060	34,580	241,150	200,055	1,593,600	2,523,390	278,385	256,440	664,165	928,990	6,710	7,265	6,877,780
Rented dwellings (units)	42,360	13,330	99,860	70,145	1,225,305	1,396,145	131,680	108,945	310,300	491,540	4,045	11,490	3,905,145
Band housing (units)	85	55	1,585	955	3,120	4,980	9,320	7,435	4,710	4,105	710	70	37,125
Total dwellings (units)	185,505	47,965	342,595	271,155	2,822,025	3,924,515	419,385	372,820	979,175	1,424,635	11,465	18,825	10,820,050
Dwellings as % of total dwellings	1.7	0.4	3.2	2.5	26.1	36.3	3.9	3.4	9.0	13.2	0.1	0.2	100.0
Social housing units	13,600	3,750	23,800	18,100	139,350	242,200	42,250	36,250	40,850	78,200	1,300	5,950	645,600
Social housing units as % of total social housing	2.1	0.6	3.7	2.8	21.6	37.5	6.5	5.6	6.3	12.1	0.2	0.9	100.0
Social housing units as % of own-province rented dwellings	32.1	28.1	23.8	25.8	11.4	17.3	32.1	33.3	12.2	15.9	32.1	51.8	16.5

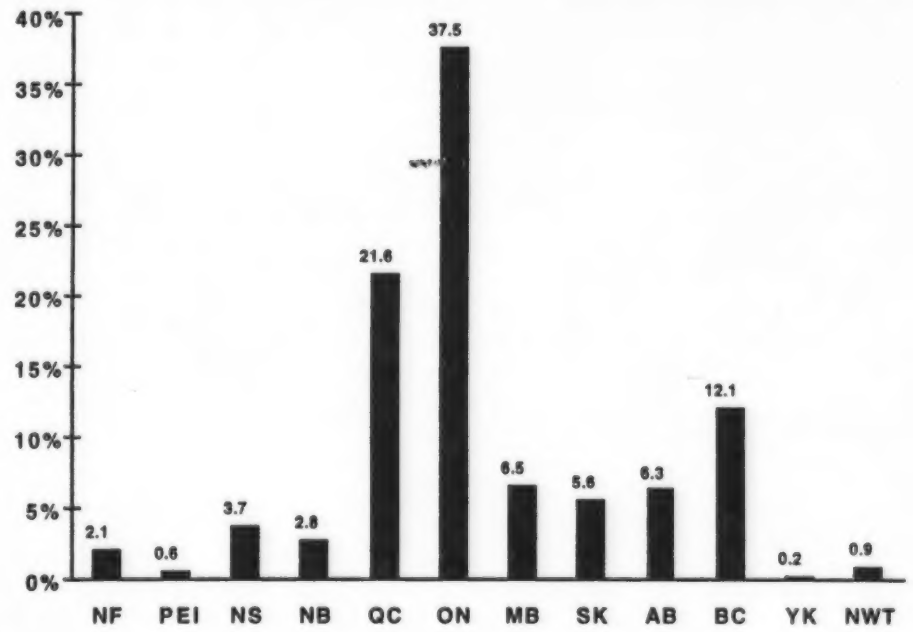
Notes:
Figures may not add up due to rounding.

"Social housing" comprises CMHC's social housing portfolio and federal/provincial units under administration as at December 31, 1997. Thus, "social housing" includes cooperative indexed linked mortgages, rent assistance, public housing, non-profit housing, cooperatives, urban Native units, rural and Native housing, low rent non-profit, low rent cooperative, entrepreneur and rental residential rehabilitation assistance program units.
"Social housing units as a percentage of own-province rented dwellings" is based on 1997 social housing units and 1996 rented dwellings.

Sources:
Social housing data provided by CMHC "Canadian Housing Statistics" 1997.
Owned dwellings, rented dwellings and band housing data provided by Statistics Canada, 1996 Census.

Canadian rental housing inventory. Estimates of the number of social housing units include some rent supplement units which may be "stacked" on other programs (e.g., non-profit and cooperative) causing a limited amount of double counting. But, the overall scale of social housing in Canada is clearly significant.

Exhibit 11
Distribution of Social Housing Units, Canada, 1997

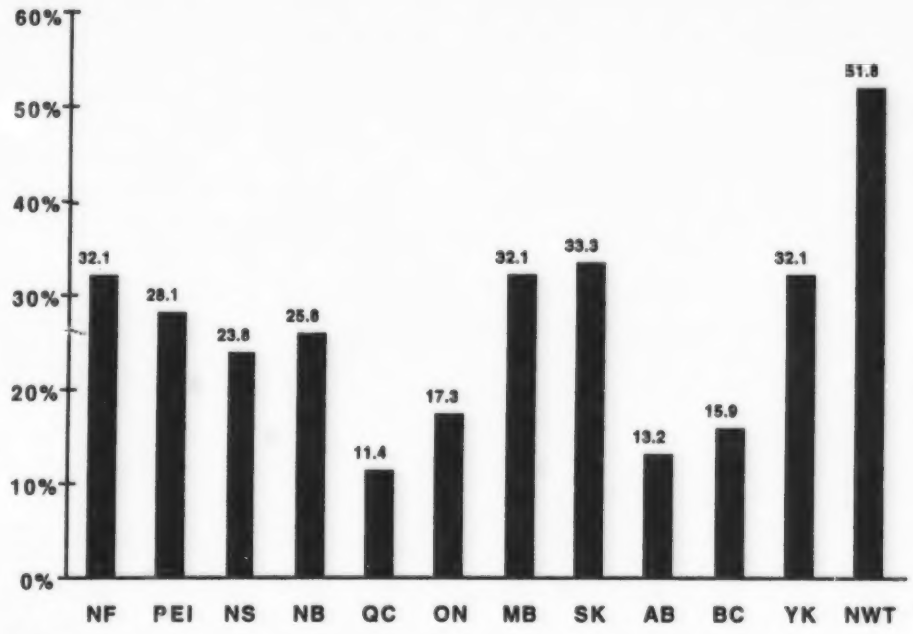


Source: Exhibit 10.

The distribution of social housing units across Canada is shown above in Exhibit 11. Ontario, Québec and British Columbia have over 70 per cent of the Canadian inventory, reflecting the relative populations of these provinces. More interesting is the share of rental units in each province that are accounted for by social housing units. As shown in Exhibit 12, there is a dramatic difference in the extent to which provincial rental markets include public funded social housing units.

By definition, most social housing units receive some form of funding subsidy intended to bridge the gap between residents' ability to pay and the cost of accommodation. Due in part to the large size of the social housing unit inventory (645,000 units in Canada) and in part to the requirement for long-term funding commitment, public sector subsidies are significant. In Ontario alone, social housing units received a total of $1.45 billion in subsidies in 1997 from the federal and Ontario governments (the provincial government's 1997 share was $886 million).

Exhibit 12
Social Housing Share of Own-Province Rental Stock, 1997



Source: Exhibit 10.

Government Roles Differ, Depending on Type of Program

Social housing projects are the legacy of myriad different subsidy programs that were in operation between the 1960s and the early 1990s. The details of the housing subsidy programs have changed and evolved over this 30-year period; however, the contractually defined roles and subsidy arrangements for specific projects are carried forward from the date when the project was actually built (and agreements were signed). Therefore, there are major variations in the delivery, management, operation and subsidy arrangements that apply to the social housing stockdepending on which program originally funded construction of the social housing project.

Most social housing programs typically involve financial assistance to subsidize project rents to levels affordable to those with low incomes.

In most cases, the programs were designed (and substantially funded) by CMHC and were applied across Canada. In some cases, they involved provincial and/or municipal participation; in others, they involved arrangements between CMHC and non-governmental organizations such as non-profit groups or private companies.

Social housing units can be broadly disaggregated into the following seven categories, corresponding to the type of program that financed original construction of the units:

- public housing;
- public non-profit housing;
- rent supplement;
- private non-profit housing;
- cooperative housing;
- urban Native housing; and
- rural and Native housing.

Within each of these seven types of social housing programs, there are significant differences in the subsidy arrangements for individual projects due to changes in the design of the programs (and as a result the implementing operating agreement) over the years. The following sections provide a brief review of the main attributes of each of the main social housing programs that define provincial and non-profit roles in the social housing market.

Public housing

Public housing projects are fully targeted to rent-geared-to-income (RGI) tenants and, in most cases, they are managed by provincially created operating agencies known as local housing authorities. These projects are relatively old — all were built in the 1960s and early 1970s. The majority of the projects have been cost-shared 50/50 between the federal and provincial governments. Public housing is typically owned by senior levels of government. The public housing program was phased out in the mid-1970s.

Public non-profit housing

Public non-profit housing maintains ownership within the public sector, but uses the vehicle of a non-profit corporation as a subsidiary of a province or municipality.

CMHC initiated the non-profit housing program during the 1960s, though initially it was targeted at private non-profit sponsors, such as church and community groups, that provided low-cost housing, mainly for seniors. With the termination of funding for additional public housing projects, the non-profit housing program was extended to publicly sponsored corporations. The non-profit program operated throughout the period to 1993 when the federal government withdrew from funding additional social housing projects.

Rent supplement

Private rental units are leased by the public sector under various rent supplement programs for occupancy by low-income tenants. The public sector leases a block of units, paying market rents for these units; the rents paid by the tenants are then determined by the same RGI formula as is used in public housing. The lease agreements between the public sector and the private sector landlords are for multi-year duration. (Although initial commitments tended to be for 15 years, typical renewals are for one to five years.) The average per-unit subsidy for rent supplement private market units is typically cost shared between the federal and provincial governments.

The intent of the private rent supplement program is to disperse RGI tenants among the broader private sector rental stock — a reflection of difficulties created by a concentration of low-income tenants in 100 per cent RGI projects such as public and public non-profit housing.

Private non-profit housing

Private non-profit housing is typically owned by independent, not-for-profit associations or cooperatives. The units were built under a variety of programs starting in the 1960s and ending when the federal government withdrew from funding new social housing in 1993. Programs include:

- **Non-Profit Low Rental Housing Program:** A non-targeted program whereby non-profit groups (e.g., service clubs and church groups) could obtain low-interest financing (and, in some cases, capital grants of up to 10 per cent of project capital costs) to build below-market rental projects. This program was in operation during the 1960s and 1970s, up to 1978, and was targeted mainly at seniors.
- **Non-Profit Write-Down to 2% Housing Program:** An income-mixed program serving both targeted households (with RGI rents) and non-targeted households who pay "low-end of market rent" — generally a rent five to 10 per cent below the market rent for similar accommodation. The subsidy calculations for these projects are complex. It is calculated based on the difference between the actual mortgage rate and two per cent.
- **Non-Profit Fully-Targeted Housing Program:** A program whereby all tenants receive RGI rents and there is no mixing with non-targeted tenants. Subsidies are provided to bridge the difference between RGI rent

revenues and the costs of the project (including operating and financing costs).

- **Limited-Dividend "Entrepreneur" Program:** A non-targeted program whereby landlords could obtain low-interest mortgage loans (for up to 50 years) for rental projects on which they agree to limit their returns to six per cent of initial capital cost. The intent of the program is to pass through the below-market interest rates into below-market rents for tenants.

Private non-profit units are owned and operated by the organizations themselves. The subsidy commitments in support of these projects are typically established through project operating agreements lasting 35 to 50 years from project completion.

Cooperative housing

These projects are operated by cooperatives that manage their own projects. The occupants of the cooperative projects pay occupancy charges or rents that are typically below the market rents for the units. Most cooperative housing projects are subsidized through arrangements similar to those for the pre-1986 non-profit housing projects — a write-down of mortgage interest costs to two per cent.

Urban Native housing

This program was funded through non-profit housing mechanisms: the projects developed under this program straddle both the pre-1986 Write-Down to 2% Housing Program and the post-1985 Fully-Targeted Housing Program. Because urban Native projects tended to serve a very low-income clientele, the pre-1986 subsidy formula did not provide sufficient assistance—therefore, additional assistance (similar to the open-ended formula of the post-1985 program) was provided so all the urban Native projects effectively operate under a similar subsidy arrangement. The projects are owned and operated by urban Native non-profit housing corporations.

Rural and Native housing

For both the ownership and rental housing, subsidy assistance is provided to bridge the gap between the financial capacity of the household (generally the same RGI formula used in non-profit and public housing) and the costs of the housing. For the ownership housing assistance, income limits apply and the assistance applies for 25 years, following which the owner achieves full equity ownership of the unit. In the northern areas of Canadian provinces, administration of most of the rural and Native housing has been contracted to Native and community-based organizations.

Devolution Is Redefining Traditional Roles and Responsibilities

To date, all levels of government in Canada — federal, provincial, municipal — have participated in both funding and administering social housing services. CMHC, as the social housing delivery body of the federal government, has been actively involved in funding joint programs with provincial governments, as well as administering its own unilateral funding programs directly to residents of the provinces.

Over the last several years, the federal government has been reducing its involvement in the delivery of subsidized housing (except for on-reserve housing). In 1992, the federal government discontinued its funding for the development of new subsidized housing. It later announced expenditures for subsidies on the existing housing stock would be capped at 1995-96 levels (approximately $2 billion per year for all of Canada).

In its 1996 budget address, the federal government announced its intention to devolve the entire responsibility for existing subsidized housing to the provinces and territories. It proposed a new agreement wherein the amount of federal funding is specified until about 2030, when all the current agreements will have expired. The terms of the offer are identical for each province and territory, although the impact and the funding level varies with the number of units and type of programming used to develop those units. Initial funding is based on 1995-96 expenditures. In return for assuming this responsibility, the provinces gain the advantage

of knowing in advance the amount of funding available for the next 30 years, the flexibility to modify programs and, within certain limits, to reallocate the available funding among targeted housing programs.

The federal government is continuing to restructure its business functions to devolve program delivery responsibility closer to the consumers of its programs and services. Doing so allows it to better focus on the primary functions of policy development and redistribution of funds. Devolution also changes the nature of the federal government's financial obligations and its direct accountability for program effectiveness. There are benefits to the provinces from this process since the provinces ultimately gain greater flexibility in determining the specific details of the programs that are federally funded but provincially administered. This is particularly important for social programs since the needs and priorities for social services in each province can differ widely. Under the terms of the new agreement, future financial risks for the existing portfolios will then be borne entirely by the provinces.

As of May 1999, we understand that the following provinces and territories have entered into the proposed new agreement:

- Newfoundland
- New Brunswick
- Nova Scotia
- Saskatchewan
- Manitoba
- Northwest Territories
- Yukon.

The magnitude of the funding covered under this proposed new agreement is significant and the implications for provinces and recipients of the funded services are complex. Across Canada, all provinces are responding to the federal government's decision to withdraw from the social housing sector. For example:

- A recent agreement between Manitoba and CMHC will involve the transfer of administrative responsibility for some 17,500 units in a variety of programs. This will effectively double the portfolio under administration by the province, offering opportunities for economies of scale in administration. The province is motivated by the opportunity to realize efficiencies in this administration, since the agreement permits the province to direct any savings to other housing expenditures, within the targeting parameters of the agreement.
- The Ontario government has made a series of announcements declaring its intention to transfer its full administrative and funding responsibilities for social housing to Ontario's municipalities. Under the proposed changes, full responsibility for the province's annual funding commitment for social housing ($886 million) will be transferred to municipalities. To date, municipal involvement in public housing has basically been limited to the ownership of non-profit housing facilities (21 per cent of the province's 275,000 units).

Efforts to Involve the Private Sector in Social Housing

Across Canada, there is an increasing emphasis on bringing private market practices and discipline into the management and operation of public and social housing. In a broad sense, this increased role of the private sector can be seen as the transfer of functions (services) or assets from the government to the private sector.

From a housing perspective, there are various forms of privatization:

- the sale or lease of public assets (units);
- a contracting out of services/property management;
- the provision of vouchers (housing benefits or shelter allowances) to rent private sector units;
- a combination of deregulation and tax incentives;
- the government abandonment of housing activity that may or may not be picked up by the private sector; and

- the introduction of private sector conditions into the public sector (profit seeking, cost minimization, operational efficiency and competition).

The sale of units is generally to existing tenants, but projects have also been sold to private developers or non-profit/cooperative community-based organizations. Likewise, property management functions may be turned over to private sector agencies or to resident and community associations.

Options for property management include:

- conventional management by private sector property managers;
- resident management;
- community development corporation management;
- cooperative housing; and
- community-based housing agencies.

The general theme among these reforms is a re-orientation based on market practices and instilling an entrepreneurial culture within the social housing sector. This is quite different from "privatization" in the sense of transferring ownership to the private sector. The trend is not, in fact, private sale; it is simply the introduction of private sector practices into the social housing sector.

Increased Attention to Effective Property Management: Performance Monitoring and Benchmarking

Property management in social housing is different than property management in the private sector. The tenant placement, asset management and program administration areas are unique to social housing, and it is difficult to carve out these work areas from the more traditional private sector activities of the property management business.

Defining "good" performance in property management

Our experience with social housing tells us that a good public sector property manager is one that operates in a manner that efficiently delivers a defined level of services and strives to maximize resident satisfaction. Further, a good, public sector property manager fulfills its public housing mandate and responsibility, while operating efficiently to minimize costs and deliver the maximum effectiveness from the funds expended. Three global objectives that define "good" performance are:

- Efficiency: The public housing mandate should be fulfilled in a cost-effective manner.

- Quality: Services should be provided to a clearly defined and acceptable standard, and not just at the lowest cost.

- Resident satisfaction: Residents are the beneficiaries of public housing, and they should be satisfied with the services provided.

Costs measured in terms of defined standards

A global assessment of performance also addresses an important consideration that cost can only be measured against a standard of service. There is a potential trade-off between cost and service quality that must be recognized in any performance assessment of government-run (or sponsored) property management. This is a particularly complicated issue in the area of social housing where different building condition standards (of which there are many) or different resident support services (there are many of these as well) will have a direct and profound effect on cost.

Without a clearly defined service level (both in terms of building condition and resident support services), cost comparisons are meaningless. This is because cost difference may be attributable to either a different service level or different levels of operational efficiency; methodologically, it is virtually impossible to tell.

Working within the constraints of existing operating agreements

A critical issue with respect to administration of existing projects is the multiplicity in existing project-level operating agreements, reflecting different eras of programs and differences in unilateral and cost-shared programs. Each program entails subtle differences in administrative details and reporting requirements. In almost all cases, subsidies are premised on approval of acceptable "eligible costs." This imposes significant administrative oversight on the party with the mandate for program administration.

Most existing social housing programs offer somewhat limited incentives to encourage efficiency among non-profit providers. Encouragement of best practices and rewarding efficiency can be an effective lever to limit future exposure to rising subsidy costs. This raises a number of issues.

- Are "market rent" units in all projects (e.g., the older non-profits) at true market levels?
- Are there projects with high vacancies that could produce enhanced revenues with a reorganization of the RGI/market mix?
- Are there particular projects which have excessiveiy high "manageable costs" (i.e., excluding utilities and taxes)? Is there a justification for this?
- Are measures in place to encourage project managers in all projects to achieve efficiencies, or are all efficiencies effectively "taxed away" through reduced transfers?
- Would non-profit providers be interested in a revised financing arrangement that fixes future transfers to a prescribed schedule but, in turn, allows them to benefit from savings generated from efficiencies?
- Can property management functions be contracted out to private sector property managers? If so, how should that be supplemented?

Clearly, Canada faces considerable challenges both in managing its portfolio of social housing and in addressing other issues related to housing needs, poverty, neighbourhood decline and changing needs. However, the challenges themselves suggest opportunities for significant changes. These could provide a superior set of programs with consistent goals and similar benefits for program participants in similar circumstances. Such changes can be most effective if designed and implemented in a comprehensive framework.

APPENDIX A: INFORMATION NEEDS AND RESEARCH ISSUES IN THE RESIDENTIAL PROPERTY MANAGEMENT INDUSTRY

This appendix provides highlights from research that assessed information needs and research issues facing the residential property management industry.

Through a survey of expert opinion, KPMG determined the nature and depth of information gaps and research needs on social and economic issues where the greatest need for information exists. KPMG focussed on the following social and economic topics:

- market information (i.e., rents, occupancy, sales and marketing);
- regulatory information (i.e., acts, codes, standards and legislation);
- finance and accounting information (i.e., management of reserve funds, budgeting, preparing financial statements);
- tenant relations issues (i.e., security, disputes, tenant involvement); and
- exports of residential property management services.

Building on 18 telephone interviews with stakeholders from key private and public sector industry associations, and private residential property management firms, KPMG assessed information and research needs in the residential property management industry. Interviews were conducted using an interview guide developed in consultation with CMHC.

Interviews were conducted to obtain an overview of expert opinion on the five social and economic topics relating to residential property managers. The approach was not intended to provide results based on standardized statistical sampling techniques; rather, it was a focussed consultation with knowledgeable representatives of the industry. Interviewees' comments and feedback on the five social and economic topics were used as input for the report.

Several themes emerged from interviews with the key industry stakeholders, and we provide a synopsis of these themes below.

Market Information

- CMHC should focus on improving existing activities and products, notably the rental market survey, to make them more comprehensive, accurate and timely. There is significant demand for market information, and most respondents noted that CMHC's rental market survey is quite useful in meeting those needs. However, respondents feel the rental market survey should be released more frequently, with greater geographic detail and with revised and standardized classifications. They feel there would be little benefit from having CMHC venture into other areas until the rental market survey has been improved.
- A national survey of operating costs and profitability of residential properties, with detailed data by locality and property type, would be very useful to residential property managers. For most other finance and accounting informational requirements, the needs of residential property managers are largely being met by industry professionals.
- CMHC should focus on making its information products more user friendly while marketing its products more widely.

Regulatory Information

- Many issues, such as regulations and housing legislation, are in the purview of provincial and municipal governments and, hence, there is little perceived direct role for CMHC in these areas. Nevertheless, many respondents voiced a need for a broad national survey of residential housing standards and regulations.

In addition, some respondents noted that all rent review and arbitration rulings from across Canada could be compiled and made available for reference by residential property managers.

Finance and Accounting Information

- Key financial data, such as operating ratios, profitability statistics and financial leverage that would enable comparisons to be made between individual properties would be very useful to property managers. To increase accuracy, the information should be segmented, where feasible, by property type, province and metropolitan area.

Tenant Relations

- Respondents reported that they needed information on reasons for turnover and on best practices in tenant relations.

Exports of Residential Property Management Services

Most respondents feel that Canadian exports of residential property management services are rare. While some respondents expressed an interest in learning about opportunities to export residential property management services, they felt that it was not a key area of concern.

APPENDIX B: PRIVATE SECTOR INDUSTRY ASSOCIATIONS

This appendix provides more information regarding the private sector and non-profit industry associations listed in Chapter 3 of this report. It examines the mandate and membership of, and training opportunities provided by, private sector industry associations involved in the residential property management industry. Profiles of industry associations have been constructed with information provided by the industry associations themselves, either first-hand through direct telephone and fax communications, or indirectly through information posted on industry associations' Web sites.

The following organizations are profiled in this Appendix:

- Co-operative Housing Federation of Canada
- Co-operative Housing Federation of British Columbia
- Co-operative Housing Federation of Nova Scotia
- Co-operative Housing Federation of Toronto
- Golden Horseshoe Co-operative Housing Federation
- Real Estate Institute of Canada
- Canadian Condominium Institute
- Urban Development Institute
- Institute of Housing Management
- Association of Condominium Managers of Ontario
- Ontario Real Estate Association
- Canadian Institute of Public Real Estate Companies
- Calgary Apartment Association
- Alberta Residential Rental Association
- Canadian Federation of Apartment Associations
- International Real Estate Federation of Canada
- Greater Vancouver Apartment Owners' Association.

Co-operative Housing Federation of Canada

Contact Information

Donna Mayer
Co-operative Housing Federation of Canada
311-225 Metcalfe Street
Ottawa, Ontario
K2P 1P9

Tel: (613) 230-2201
Fax: (613) 230-2231
E-mail: info@chfc.ca

Mandate

The Co-operative Housing Federation of Canada is the organized voice of the Canadian cooperative housing movement. The Federation exists to unite, represent and serve the community of housing cooperatives across Canada and the member organizations that support their operation and development. The Federation works actively for the growth, stability and independence of the cooperative housing movement in Canada. As part of the larger cooperative movement, the Federation promotes the practice of cooperation in Canada and abroad.

In pursuit of its mandate, the Co-operative Housing Federation of Canada pledges to:

- advance and defend the values and principles that members share;
- be the voice of the cooperative housing movement before the general public, government and the larger Canadian and international cooperative movements;
- promote the successful operation of housing cooperatives as communities and businesses, and create new services that will improve members' operations or save them money;
- help housing cooperatives give their members excellent value in a housing community in which they can enjoy their lives together;

- defend the interests of its members, singly and together, by intervening as needed at all levels of government;
- work in partnership with member federations of housing cooperatives to ensure effective delivery of services to housing cooperatives at the local level;
- develop future leaders for the cooperative housing movement;
- achieve growth in the cooperative housing movement by mobilizing resources and seeking government and other support to create new housing cooperatives;
- inform the general public about housing conditions in Canada and what cooperatives can do to improve them;
- ally the Federation with other Canadian organizations working for social and economic justice; and
- encourage cooperative development abroad and take part in the wider cooperative movement.

Membership

The membership of the Co-operative Housing Federation of Canada includes the following:

- more than 2,000 housing cooperatives representing 49,000 units;
- resource groups (a pool of organizations and individuals with expertise in planning, building and servicing housing cooperatives);
- 24 regional cooperative housing federations;
- other sector organizations;
- land trusts (There are two land trusts in Ontario and one in British Columbia. Their mandate is to secure the non-profit ownership of housing cooperatives and to provide land for the development of new housing cooperatives.);
- staff associations (Employees of housing cooperatives in some regions have formed staff associations to exchange ideas, skills and practices.);
- sponsoring organizations; and
- associates, including organizational associates, honorary life associates and individual associates.

Training opportunities

The Co-operative Housing Federation of Canada offers training opportunities through:

- annual membership forums, including an annual member education forum and an annual national cooperative staff conference; and
- 80 annual workshops with management, property management, finance, maintenance and long-range planning education.

Co-operative Housing Federation of British Columbia

Contact Information

Michelle Knaut
Co-operative Housing Federation
of British Columbia
133 East 8th Avenue
Vancouver, BC
V5T 1R8

Tel: (604) 879-5111
Fax: (604) 879-4611
E-mail: mknaut@chf.bc.ca

Mandate

The Co-operative Housing Federation of British Columbia (CHF/BC) is a member-based democratic, non-profit organization which acts as a collective voice for housing cooperatives and associated organizations in mainland British Columbia.

CHF/BC was created in 1982 by members of BC housing cooperatives. The goals of CHF/BC are to:

- expand non-profit cooperative housing;
- promote better housing conditions in British Columbia;
- share skills and information within the cooperative housing community;
- represent cooperative housing to government and the general public; and
- promote the cooperative movement and cooperative principles in British Columbia.

Membership
The CHF/BC's membership is composed of individual cooperatives in the Province of British Columbia.

Training opportunities
The Co-operative Housing Federation of British Columbia offers a comprehensive education program of consultations, workshops and conferences, along with a self-resource library. Educational program subjects include:

- job skills for board and committee members;
- legal, long-term planning and supervisory training;
- financial management, including various government financing programs;
- membership selection, interviewing, housing cooperatives explained;
- community issues such as diversity, community development, conflict resolution; and
- workshops on cooperative housing management.

Co-operative Housing Federation of Nova Scotia

Contact Information
Shaun Gentile
Co-operative Housing Federation of Nova Scotia
3045 Robie Street, Suite 305
Halifax, Nova Scotia
B3K 4P6

Tel: (902) 455-0470
Fax: (902) 453-4793

Mandate
The mandate of the Co-operative Housing Federation of Nova Scotia (CHF/NS) is to provide services to housing cooperatives in Nova Scotia which may include financial management, administrative and operational services, and educational services designed to help the cooperative remain self-managed.

The CHF/NS promotes housing cooperatives as a means by which low- and moderate-income persons may obtain, improve and manage their own housing. The CHF/NS also seeks to provide a means through which housing cooperatives may promote better communication with other cooperatives, organizations and governments.

Membership
The CHF/NS' membership comprises housing cooperatives in Nova Scotia.

Training opportunities
The Co-operative Housing Federation of Nova Scotia delivers training and education on a province-wide basis using nationally accredited trainers. These trainers provide training in the following areas:

- job skills for board and committee members;
- financial management;
- maintenance;
- budgets;
- leadership skills;
- goal setting;
- power, authority and responsibility;
- group dynamics;
- arrears management; and
- conflict resolution.

Co-operative Housing Federation of Toronto

Contact Information
J. Collins
Co-operative Housing Federation of Toronto
658 Danforth Avenue, Suite 306
Toronto, Ontario
M4J 5B9

Tel: (416) 465-8688
Fax: (416) 465-8337

Mandate
The Co-operative Housing Federation of Toronto (CHF/T) was incorporated March 25, 1976 by certificate of incorporation under the 1973 Ontario Co-operative Corporations Act. The objectives for which the CHF/T is incorporated are:

- to provide technical, professional and managerial services to its members and other non-profit housing organizations;
- to assist groups wishing to begin a non-profit housing project and actively encourage the formation of new non-profit housing organizations;
- to provide services to encourage the participation of residents in the development and planning of viable communities capable of management;
- to bring together non-profit housing organizations to share information, skills and experience to further strengthen the non-profit housing sector;
- to maintain a continuing liaison with various levels of government concerning the ongoing needs of the non-profit housing sector;
- to promote liaison and joint activities with other groups and institutions sympathetic to the objectives of the non-profit sector;
- to examine the problems encountered by the non-profit housing sector and attempt to develop solutions; and
- to receive and maintain a fund or funds, and to apply, from time to time, all or part thereof for research and education, with respect to the provision of housing.

Membership

CHF/T membership includes individuals owning cooperative housing buildings.

Training opportunities

A number of programs are available for the members of the CHF/T including:

- job skills for board and committee members;
- maintenance;
- financial understanding; and
- property management.

Golden Horseshoe Co-operative Housing Federation

Contact Information

David Smart
Golden Horseshoe Co-operative Housing Federation
42 Keffer Court, Unit 4B
Hamilton, Ontario
L8E 4V4

Tel.: (905) 561-2667
Fax: (905) 561-1153

Mandate

The mandate of the Golden Horseshoe Co-operative Housing Federation (GHCHF) is to support, represent and serve the community of housing cooperatives and member organizations that support their operation and development. In pursuit of these goals, the GHCHF works to:

- bring forth the cause and issues relating to the housing movement before the general public and various levels of government;
- promote the successful operation of housing cooperatives as communities and businesses;
- defend the interests of its members, singly and together, by intervening as needed at all levels of government;
- promote better housing conditions;
- share skills and information with members of the housing community; and
- provide mediation and counselling services when needed.

Membership

Individual cooperatives and staff associations are members of the GHCHF.

Training opportunities

The Golden Horseshoe Co-operative Housing Federation offers a number of courses on an infrequent basis. Educational subject areas include:

- property management;
- management; and
- maintenance.

Real Estate Institute of Canada

Contact Information

Phil Snider
Program Manager
Real Estate Institute of Canada
5407 Eglinton Avenue West, Suite 208
Toronto, Ontario
M9C 5K6

Tel: (416) 695-9000
Fax: (416) 777-3519
E-mail: phil_snider@reic.com

Mandate

The Real Estate Institute of Canada (REIC) is a non-profit membership organization dedicated to establishing, maintaining, promoting and advancing professional standards of practice among those occupations concerned with real estate.

Market-driven education and the high standards of practice are the elements that underscore the REIC's commitment to the professional development of real estate practitioners. Since 1955, the REIC has been a source for professional recognition that:

- extends educational services to the entire spectrum of organized real estate;
- educates and certifies leading real estate professionals including real estate and mortgage brokers, sales representatives, appraisers, specialists, property managers, leasing officers, lenders and residential managers;
- confers designations on members; and
- sets the parameters for real estate excellence through the rigorous enforcement of a stringent code of professional standards.

Membership

Membership in the REIC is identified by its designations. All REIC designations are certification marks registered in accordance with the provisions of the Trade Marks Act. The REIC's registered certification marks are:

- FRI–Fellow of Real Estate Institute
- FRI(E)–Fellow of the Real Estate Institute (Executive)
- FRI(A)–Fellow of the Real Estate Institute (Appraisal)
- CPM–Certified Property Manager
- ARM–Accredited Residential Manager
- CRF–Certified Real Estate Finance
- CLO–Certified Leasing Officer
- CRU–Certified Residential Underwriter
- CRES–Certified Real Estate Specialist.

Training opportunities

A number of courses are offered for the designations stated above. The following is a list of courses offered in the 1998 education schedule:

successful site management;
- real estate investment analysis;
- leasing and management of office buildings;
- real estate valuation and automated underwriting;
- the leasing process;
- ethics and business practice;
- ethical principles and professional standards;
- consumer behaviour and negotiating;
- management and leasing of shopping centres and retail space;
- finance in the real estate context;
- negotiation and documentation in commercial leasing;
- managing ethical issues in real estate;
- marketing and management of residential properties;
- mortgage lending for residential housing;
- elements of mortgage management; and
- problem solving and decision making for property managers.

Canadian Condominium Institute

Contact Information

Canadian Condominium Institute
310-2175 Sheppard Ave. East
North York, Ontario
M2J 1W8

Tel: (416) 491-6216
Fax: (416) 491-1670
Internet: http://www.cci.ca

Mandate

The mission of the Canadian Condominium Institute (CCI), a non-profit corporation, is to promote the interests of groups involved in condominium activities across Canada, including unit owners, boards of directors, managers, governmental authorities, lenders and others. CCI intends to achieve this mission by providing leadership and expertise in manners related to the condominium industry, including:

- providing education through seminars, lectures, courses and conventions, and enhancing the development and understanding of condominiums;
- printing and publishing newsletters, books and periodicals;
- improving communications with the public concerning condominium matters;
- representing condominium interests to all levels of government;
- developing and maintaining contact with similar associations locally, nationally and internationally to exchange information for the mutual benefit of all groups involved in condominiums;
- promoting integrity and professionalism throughout the condominium industry; and
- granting certificates of accreditation designating to the general public and to other practitioners within the condominium industry that certain professionals have met and maintained the established standards of the CCI.

Membership

Members of the CCI include corporate members (e.g., boards of directors), individuals who own condominiums, professionals (e.g., lawyers, accountants, developers and property owners) and trade members (individuals in the service industry involved in the repair or maintenance of condominiums).

Training opportunities

The Canadian Condominium Institute offers a number of courses that change on a monthly basis. Educational subject areas include:

- financial management;
- landlord-tenant relations;
- conflict resolution;
- insurance and legal liability;
- property management;
- physical management of the buildings; and
- reserve funds — major repairs and replacement.

Urban Development Institute

Contact Information

Urban Development Institute
717 West Pender Street, 3rd Floor
Vancouver, British Columbia
V6C 1G9

Tel: (604) 669-9585
Fax: (604) 689-8691
Internet: http://www.udi.bc.ca

Mandate

The Urban Development Institute (UDI) is a national non-profit organization (with international affiliations) of the development industry and related professions. The Pacific region has been active since 1972 with its head office in Vancouver and chapters operating in Victoria and Kelowna. The nearly 400 corporate members of UDI Pacific region represent thousands of individuals involved in all facets of land development and planning. The goals of the UDI are to improve communication among the development industry, various levels of government and the public, and to improve

housing and job opportunities for all British Columbians.

Government liaison

Government liaison has been the foundation of the UDI since its incorporation in the early 1970s. For over two decades, the CDI has sought to influence key public policy decisions to create practical solutions to community needs while maintaining an optimum balance of efficient public cost and quality new developments.

The following are the goals associated with the government liaison activities of the UDI.

- Increase government understanding of the development industry, how it operates and its contribution to the health of the B.C. economy.

- Ensure that governments consult with the UDI as an effective spokesbody of the real estate development industry prior to the introduction and passage of legislation, regulation or policy that impacts the industry specifically and the B.C. economy more generally.

- Ensure that principles of fairness and equity are incorporated in legislation, regulation and policies that impact the real estate development industry so new development pays its fair share of costs associated with growth, but is not burdened with paying all costs for services or amenities that benefit the community at large.

The UDI meets its goals through the active participation of its members in over 50 municipal, provincial and federal liaison committees and task forces. Drawing on their diverse backgrounds, practical knowledge and years of experience in the development industry, UDI members provide valuable and insightful contribution to the discussion of key development-related business.

The UDI's government liaison activities represent a vital link in the transfer of information among members of the development community and governments in a joint effort to address successfully the challenges of the industry.

Membership

Members include developers, property managers, financiers, lawyers, engineers, planners, architects, appraisers, real estate professionals, and government and quasi-governmental agencies.

Training opportunities

The Urban Development Institute promotes wise and efficient urban development that respects the environment and provides housing and economic stability for British Columbians. To accomplish this, the UDI is dedicated to furthering the knowledge of all individuals directly or indirectly involved in the real estate development industry. The UDI provides courses designed to assist those entering the industry, enhance the knowledge of existing practitioners at all management levels and reach out to related professionals in both the public and private sectors.

The UDI holds regular workshops and seminars to provide members and guests with organized forums for the exchange of views and ideas. Subjects at these sessions range from technically oriented instruction in the basic skills of the development process, to the examination of innovative solutions, to the changing needs of the urban-suburban environment. In addition to the UDI's annual real estate lecture series, educational programs in the past have included:

- leadership breakfasts with key development professionals;
- news media and the development industry;
- annual condo buyers' seminar;
- updates on provincial legislation;
- sales and marketing seminars;
- financial forum; and
- Internet for developers.

The UDI also works closely with other professional organizations and universities to assist with curriculum development and delivery of real estate programs. The UDI and Simon Fraser University (downtown) jointly offer a series of certificate courses for members of the

UDI and other organizations. The UDI has also worked closely with professional organizations, such as the Planning Institute of British Columbia and the Royal Institute of Chartered Surveyors, to provide educational programs.

Institute of Housing Management

Contact Information

David Petrie
Institute of Housing Management
2175 Sheppard Avenue East, Suite 310
North York, Ontario
M2J 1W8

Tel: (416) 493-7382
Fax: (416) 491-1670

Mandate

The Institute of Housing Management (IHM) has the following aims and objectives.

- Promote the science and art of property management, its standards and ideals, and the education and training of individuals involved in the management and operation of publicly and privately owned, residential, commercial, industrial and institutional buildings.

- Promote an organization in which property managers can:
  - promote a profession in all or any of its aspects; and
  - provide input to the management, development, design and construction of optimum standards.

- Provide a forum for the acquisition and dissemination of information that would help those involved in managing, operating, developing, designing, building and equipping products or services to the industry by:
  - publishing and updating a recommended curriculum for educational institutions;
  - publishing a newsletter on a regular basis, containing information, observations and the view of expert contributors;
  - arranging lectures, workshops, seminars, conferences and trade shows; and
  - encouraging the exchange of information and knowledge between people involved in development, design, construction, management, operations and support service industries.
- Ensure that training programs (that are compatible with identified needs) are made available to the industry.
- Test and grant certificates to people desirous of entering the property management profession, or to those who seek upgrading and advancement.
- Cooperate and affiliate with others in the property management, development, design, construction and support services industries.
- Provide input for any legislation being proposed by municipal, regional, provincial or federal governments.

Membership

Membership in the IHM includes fellows, accredited members and honourary members.

- There are two classes of voting memberships, namely fellows and accredited members. Election to accredited membership is by the accumulation of adequate practical experience, training and education that meets with accreditation approval.

  Election to fellowship requires service in a principal or senior position in the property management profession, together with a period of at least five consecutive years of accredited membership status in the IHM. The board of directors may also give favourable consideration to someone who applies for fellowship status if, in the board's opinion, the applicant has contributed extraordinarily to the property management industry over many years.

- Honorary membership is subject to direct election by the board of directors and not by application.

Training opportunities

The IHM has developed a curriculum delivered through community colleges on a continuing

education basis. The following courses are compulsory and are offered at different community colleges throughout Ontario for evening and weekend study:

- property and building administration;
- managing maintenance services and building systems;
- strategic and financial planning for property managers; and
- human relations for property managers.

The following are elective courses:

- business law;
- personal computing — introduction;
- communicating for effectiveness;
- tenancy law in Ontario;
- supervision techniques and practices;
- reserve fund planning and management; and
- introduction to property management seminar.

Association of Condominium Managers of Ontario

Contact Information

Katherine Krul
Membership Services
Association of Condominium Managers of Ontario
191 The West Mall, Suite 1105
Etobicoke, Ontario
M9C 5K8

Tel: (416) 626-7895
Fax: (416) 620-5392

Mandate

The Association of Condominium Managers of Ontario (ACMO) seeks to advance the quality performance of condominium property managers and management companies in Ontario by:

- offering professional development programs;
- representing the interests of the members to governments, other associations, the media, condominium corporations and the general public;
- providing programs which regulate the conduct of the members;
- promoting the members and the ACMO to the condominium community and to the general public;
- supporting its members through the provision of networking, group services and resources; and
- being responsive to the needs and wishes of its membership.

In addition, the ACMO seeks to do the following.

- Influence any legislation, regulation or policy that impacts the Ontario condominium community in a way which is consistent with ACMO's mission.
- Provide a series of luncheons in all areas of Ontario, where demand warrants, in order that members may gain knowledge and share experiences.
- Extend ACMO services to all parts of Ontario where demand warrants, identify and develop services which will provide value to current members, and identify and develop plans to increase membership throughout Ontario.
- Promote the continuing professional development of its members and provide educational programs, training and information exchange.
- Ensure there is compliance with the ACMO code of ethics.
- Create and maintain a high level of quality service standards for companies providing condominium property management.
- Ensure effective communication of ACMO activities within the association, to the condominium community and to the general public.
- Identify technical issues of relevance to its members and communicate these issues to ACMO committees, its membership and, when appropriate, to the condominium community.

- Provide effective liaison between condominium property managers and management companies and the trades, suppliers and professionals who service the condominium community.

Membership
Membership in the ACMO comprises owners and managers of condominiums in Ontario.

Training opportunities
Educational training courses are offered in conjunction with community colleges (such as Humber College). Courses include:

- law;
- financial management;
- physical management; and
- human relations.

For those completing their respective programs, memberships are granted, as well as designations (such as registered condominium manager).

Ontario Real Estate Association

Contact Information
Patricia Mackle
Ontario Real Estate Association
99 Duncan Mill Road
Don Mills, Ontario
M3B 1Z2

Tel: (416) 445-9910
Fax: (416) 445-2644
E-mail: info@orea.com
Internet: http://www.orea.com

The Ontario Real Estate Association (OREA) represents 35,000 brokers and salespeople who are members of the province's 48 real estate boards. OREA serves its members through a variety of publications, educational programs and special services. OREA provides all real estate licensing courses in Ontario.

Mandate
OREA was founded in 1922 to organize real estate activities and to develop common goals across the province. These goals included promoting higher industry standards, protecting the general public from unscrupulous brokers and salespeople, and preserving private property rights.

OREA continually strives to improve the image of REALTORS3 by enhancing educational and professional standards. OREA develops and publishes standard forms, and supports educational and charitable causes through the OREA Foundation.

Membership
Every real estate professional who joins an Ontario real estate board automatically becomes a member of OREA and the Canadian Real Estate Association (CREA). All three organizations work together to represent practitioners at municipal, provincial and national levels, and to provide a variety of different services to enhance the careers of REALTORS.

Training opportunities
OREA offers professional development seminars and workshops covering such subjects as zoning, mortgage financing, home inspection and business planning.

Canadian Institute of Public Real Estate Companies

Contact Information
Camalita Nauth
Canadian Institute of Public Real Estate Companies
123 Edward Street, Suite 1210
Toronto, Ontario
M5G 1E2

Tel: (416) 598-0694
Fax: (416) 598-0779

Mandate
The Canadian Institute of Public Real Estate Companies (CIPREC) alerts member companies of coming legislative change and seeks to raise awareness and the reputation, of the Canadian real estate industry. CIPREC's focus is on commercial real estate.

Membership
CIPREC members include owners, developers and managers of real estate properties in Canada.

Training opportunities
No training programs are offered by CIPREC.
Calgary Apartment Association

Contact Information
Milton Bogush
President
Calgary Apartment Association
101-718 12th Avenue, S.W.
Calgary, Alberta
T2R 0H7

Tel: (403) 265-6055
Fax: (403) 237-5191

Mandate
The Calgary Apartment Association endeavours to promote and enhance the residential property management industry by bringing together people involved in the ownership, management and operation of residential properties.

The Calgary Apartment Association's mandate is to provide its members with:

- representation to government;
- discounts; and
- education.

Membership
The Calgary Apartment Association's membership is composed of owners and managers of residential rental property.

Training opportunities
The Calgary Apartment Association organizes luncheons, forums, speeches, workshops and trade shows, and also produces a newsletter five times a year.

The Calgary Apartment Association offers seminars on:

- *The Civil Enforcement Act;*
- *Changes in the Residential Tenancies Act;*
- rental marketing tips and methods;
- pest control;
- Internet and property management;
- eviction methods;
- saving on property taxes;
- getting ready for winter;
- fire code changes;
- carpet selection and care; and
- resident manager training.

Alberta Residential Rental Association

Contact Information
Alberta Residential Rental Association
c/o Milton Bogush
President
Calgary Apartment Association
101-718 12th Avenue, S.W
Calgary, Alberta
T2R 0H7

Tel: (403) 265-6055
Fax: (403) 237-5191

Mandate
The Alberta Residential Rental Association seeks to represent the interests of its members to provincial government and government agencies. The Association also provides members with a forum for the exchange of information and industry best practices.

Membership
The Alberta Residential Rental Association membership is composed of the owners and managers of residential rental property in the province of Alberta.

Training opportunities
The Alberta Residential Rental Association offers a number of workshops and luncheons organized along the following educational subject areas:

- legal affairs;
- financial management;
- eviction methods; and
- manager training.

Canadian Federation of Apartment Associations

Contact Information

Canadian Federation of Apartment Associations
c/o Milton Bogush
President
Calgary Apartment Association
101-718 12th Avenue, S.W
Calgary, Alberta
T2R 0H7

Tel: (403) 265-6055
Fax: (403) 237-5191

Mandate

On behalf of its members, the Canadian Federation of Apartment Associations lobbies the federal government and provides a forum for the exchange of information and best practices.

Membership

Seventeen apartment associations across Canada are members of the Canadian Federation of Apartment Associations.

Training opportunities

The individual member associations of the Canadian Federation of Apartment Associations offer their own training workshops and courses.
International Real Estate Federation of Canada

Contact Information

L. Macchione
President
International Real Estate Federation of Canada
c/o Toronto Real Estate Board
1400 Don Mills Road
Toronto, Ontario
M3B 2N1

Tel: (416) 443-8100

Mandate

The International Real Estate Federation of Canada seeks to attract real estate professionals to its membership with the objective of developing international contacts.

Membership

The membership of the International Real Estate Federation of Canada includes real estate professionals such as lawyers, real estate brokers, appraisers and surveyors.

Training opportunities

No training programs are offered by the International Real Estate Federation of Canada.

Greater Vancouver Apartment Owners' Association

Contact Information

Debbie Johnson
Executive Officer
Greater Vancouver Apartment Owners' Association
203-1874 West Broadway
Vancouver, British Columbia
V6J 1Y6

Tel: (604) 733-9440
Fax: (604) 733-9420

Mandate

The Greater Vancouver Apartment Owners' Association was established 35 years ago to promote the interests, and to conserve the rights of, apartment owners in the Province of British Columbia. The Greater Vancouver Apartment Owners' Association offers its members a number of services, including credit checks, advice on legal matters, a list of recommended suppliers and contractors, and "mini" trade shows.

Membership

The membership of the Greater Vancouver Apartment Owners' Association is largely composed of the owners of residential rental properties in British Columbia. There are about 1,100 members in total.

Training opportunities

Fourteen seminars are offered throughout the year to members of the Greater Vancouver Apartment Owners' Association, with three major educational subject areas:

- landlord-tenancy law;
- property tax law; and
- occupational liability act.

ENDNOTES

1. In Statistics Canada's 1980 Standard Industrial Classification (SIC), this industry corresponds to SIC 7511 and comprises establishments primarily engaged in operating, or in owning and operating buildings and dwellings; specifically, those establishments engaged in apartment building operating, apartment hotel operating, condominium management, leasing of residential buildings and real estate operating of residential buildings.

2. Establishments represent the lowest level of the operating structure of businesses as defined by Statistics Canada. Establishments are the most homogeneous unit of production for which the business maintains accounting records on the gross value of production (i.e., total sales or shipments, inventories, the cost of materials, and the labour and capital used).

3. REALTOR is a trademark which identifies real estate professionals who are members of the Canadian Real Estate Association and the National Association of REALTORS (USA) and, as such, subscribe to a standard of professional service and to a strict code of ethics.